Sample WFP Implementation Work Plan

Workforce Planning Step	Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
Phase I – Assessment						
Develop Strategy for Implementing WF Plan	Build WFP Team	Agency's Executive Team	September 2006	Completed	Agency has created the Steering Team. Members appointed an Executive Sponsor and accepted nominations for the Workforce Planning Team	
	Develop overall timeline for workforce plan	Workforce Planning Team and Executive Sponsor	October 2006	Started	Workforce Planning Team has created first draft of timeline	This timeline will be revised throughout the process as needed
	Link workforce plan to agency's strategic plan	Steering Team and Workforce Planning Team	October 2006	Completed	Steering Team has approved the Workforce Planning Team's focus based on the strategic plan	
	Develop Communication Plan for WFP	Executive Sponsor and Workforce Project Manager	November 2006	Completed	Plan submitted and approved by Steering Team	
	Develop WFP implementation Work Plan	Workforce Planning Team and Executive Sponsor	November 2006	Completed	Project Manager and Executive Sponsor have reviewed and approved the plan for implementation	
	Launch WFP process – issue WFP Policy Statement	Steering Team and Communication Sub-Team	December 2006	Completed	Newsletters, town hall meetings on the WFP process conducted	

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Conduct Internal/External Environmental Scan	Assess current workforce: gather demographic data from payroll and HRIS systems.	HR Director	December 2006	Completed	Complete list of demographic data (gender, age, years of service, etc.) for current workforce.	This could be provided by HR staff
	Develop robust method for producing and maintaining updated reports on workforce demographics.	HR Director	On-going	Not Started	User-friendly access to HR information and ability to generate up-to-date reports	Need IT programming support
	Identify the types of external information to collect for your Environmental Scan and potential sources of this information	WFP Project Manager or HR Director	January 2007	Completed	List of external factors to be researched	HR Director identified the factors to be researched
	Identify the types of internal (within your agency) information to collect for the Environmental Scan and sources of this information.	WFP Project Manager or HR Director with key member/s of Data Collection and Scan Sub-Teams	January 2007	Completed	List of internal factors to be researched	HR Director identified the factors to be researched
	Collect data on education, demographics, political/government, economic/social/cultural, geographic, and technology factors	WFP Project Manager and Internal/External Scan Sub-Team	January 2007	Started	Comprehensive lists of the internal and external factors that may impact the workforce (i.e. social, educational, demographic, cultural, political, or technology factors).	Each member Internal/External Scan Sub-Team was assigned to research one or more factor

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Conduct SWOT Analysis	Explain process and share environmental scan findings	SWOT Project Manager and Sub-Team	February 2007	Not Started	Project Team demonstrates knowledge of environmental scan results and SWOT Analysis process	HR Director appointed Project Manager
	Identify organization's strengths, weaknesses, opportunities, and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	A comprehensive list of the organization's strengths, weaknesses, opportunities, and threats relating to the workforce	Project Team surveyed co-workers to develop a comprehensive lists strengths, weaknesses, opportunities, and threats
	Establish priorities and develop plan to address weaknesses and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	A list of the organization's top 5 strengths, weaknesses, opportunities, and threats relating to the workforce	Need to also develop a plan to address the weaknesses and threats
Conduct Supply/Demand Analysis	Conduct Division Surveys – collect internal data about projected resource requirements.	Supply/Demand Project Manager and Sub-Team	February 2007	Started	All Division Surveys received	
	Analyze turnover data	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	Turnover reports completed	Need to look at problem departments and assess why higher turnover

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Conduct Gap Analysis and Identify Gap-Closing Strategies	Conduct a Staffing Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	List of the positions where agency has a gap	
	Conduct a competency Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	List of competencies where agency has gaps	
	Based on turnover data, create a retention plan for child welfare workers	HR Director and Gap-Closing Implementation Sub-Team	May 2007	Not Started	Retention plan that includes metrics and costs	
	Based on competency gap assessment, develop a competency model for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	April 2007	Not Started	Competency model for recruitment, performance management and professional development	Expand to other positions
Phase II – Implementation and Evaluation						
Implement Gap-Closing Strategies	Implement a competency model to address competencies needed for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	September 2007	Not Started	Competency model established for child welfare worker	Need to develop a model for frontline supervisors
	Implement a recruitment plan that: • Improves job fit by developing a Realistic Job Preview • Creates a just-in-time pool of qualified candidates, including appropriate bi-lingual candidates	HR Director and Gap-Closing Implementation Sub-Team	September 2007	Not Started	Recruitment plan developed with an increase in candidate pool by 20%; including 10% of candidates fluent in Spanish	
	Implement retention plan for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	June 2007	Not Started	Retention plan developed and implemented; turnover rates reduced by 10% in first year after implementation	

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Evaluate and Revise WFP	Work plan used for updates to Steering Team and Communications Sub-Team	WFP Team, WFP Project Manager, Executive Sponsor	Quarterly	Ongoing	Four quarterly reports are presented to the Steering Team.	Need to evaluate effectiveness of Gap-Closing Strategies, not just check off completed tasks.
	Lessons Learned	WFP Project Manager and WFP Team	December 2007	Not started	Formal report shared with WFP Team and Steering Team.\n\nAssess performance measures of Gap-Closing Strategies and make recommendations on how to improve implementation.\n\nSubmit recommendations to Steering Team.	In conducting lessons learned meeting/focus group with the Steering Committee and the Workforce Planning Team, focus on learning from mistakes made in the process to improve our workforce planning skills.
	Final Report	WFP Project Manager, WFP Project Team	January 2008	Not started	Final Report approved by Executive Sponsor and submitted to Steering Team.	Need to make adjustments to assumptions, strategies, and action plans going forward.